

CIA Strategic Planning Documents

Documenting Change: Meeting the Intelligence Challenges of the 1990s

This paper was prepared by the Strategic Planning and Management Staff in the DDP&C to capture, in a thematic way, the extensive amount of change that is occurring every day within the Agency. The anecdotes used in the paper are drawn from a much more extensive data base that is maintained by the Strategic Planning and Management Staff and updated periodically by the four Directorates, the Offices of Public Affairs and Congressional Affairs, and the Comptroller. Judge Webster gave a copy of this paper to President Bush and authorized that copies be sent to the two Intelligence Committee staffs as well as all senior Agency managers. The Office of Training and Education also uses it in many of their courses ranging from Introduction to CIA to the Executive Seminar.

SPWG Task Force Executive Summaries

This document includes the Executive Summaries of the six Strategic Planning Working Group (SPWG) task force reports commissioned in 1990 as well as an analysis of the results of those studies that was prepared by the Strategic Planning and Management Staff/DDP&C. It was given to the Agency's senior managers at their October offsite meeting and has since been distributed broadly throughout the Agency and the Intelligence Community to inform employees and managers of the results of these strategic planning efforts.

SPWG Task Force Reports

These are the final reports of the 1990 SPWG task forces on:

- Soviet/European Political, Economic, and Social Change
- The Changing Soviet Military Threat
- Weapons Proliferation
- Economic and Technological Competitiveness
- Open Source Collection and Exploitation
- The Changing Workforce

They have been distributed widely throughout the CIA to give employees and managers a greater understanding of the key challenges the Agency faces in the 1990s as well as some sense of the thinking that went behind the recommendations made by the task forces.

The Agency Information Services Strategic Plan

This plan for information services was prepared in by the Information Services Planning Group--an interdirectorates of senior Agency information services providers and users--and published in October 1990 by the Information Services Strategy and Policy Staff/DDP&C. It has been distributed broadly throughout the Agency to guide component managers in developing their information services architecture and in preparing their budget submissions. It identifies five themes on which to focus strategic planning investments over the next seven years:

- Develop a Secure, Flexible Architecture
- Meet the Information Handling Needs of HUMINT in the 1990s
- Improve the Quality and Timeliness of Intelligence Analysis
- Focus on Resource Management Support Services
- Plan for Improved Information Services Productivity

CIA Planning Guidance for the Decade of the 1990s

This document lays out the CIA's strategic mission and priorities for the next decade. It was distributed to all senior Agency managers in January 1991 and is intended to provide them with top level guidance for preparing their FY 1993-1997 budget programs. It includes remarks the DCI intended to deliver charting strategic directions for the 1990s, the DDCI's Program Guidance for the FY 1993-1997 Budget, a summary of Executive Committee (EXCOM) and SPWG actions implementing the 1990 strategic planning task force recommendations, and the Executive Summary of the Agency Information Services Strategic Plan. The document remains a best seller for various training courses and management conferences.

DDP&C Planning Register

The Register provides a list of all cross-Directorate and cross-Office strategic planning activities currently underway in the Agency. It is compiled by the Strategic Planning and Management Staff/DDP&C and published about every two months. The distribution list includes all component heads in the Agency as well as those involved in various aspects of strategic and budgetary planning